Las Vegas Fire & Rescue

Strategic Plan 2008

January 2004

The following are the major goals and supporting objectives that support the Vision statement of the Department. In order to achieve the Vision, becoming a world-class fire and rescue agency, the Department should achieve the below listed goals and objectives. They are the measures of success. This document is a tool to achieve the Vision. The goals and objectives may be changed, as appropriate.

1. **Focus Area: Fire Administration**
   This focus area includes human resource management, finance and budget issues, and the department's culture.

1.1 **Major Goal:** Lead by example and improve labor management relations (Start: 09/02, End: Ongoing)
   Responsible Person(s): U/E-Staff Chiefs/Union Officials

1.1.1 Seek ways that management and labor can work together
1.1.2 Review various rules and regulations and make sure all staff are adhering to them, including E-Staff, such as proper wear of uniform, arriving to work on time, etc.
1.1.3 Function with a high degree of professionalism at all times – on and off duty
1.1.4 Review goals that were established through management/labor consultation
1.1.5 Once goals reviewed, ensure that we refocus our efforts as needed
1.1.6 Encourage labor to once again attend our staff meetings

1.2 **Major Goal:** Develop a comprehensive diversity program (Start: 10/02, End: Ongoing)
   Responsible Person(s): Admin DC/Admin AC

1.2.1 First we should define what diversity is to all staff
1.2.2 Conduct a cultural audit to get a sense of climate
1.2.3 Consider establishing a taskforce on diversity
1.2.4 Identify barriers and develop a policy statement for consideration by E-Staff
1.2.5 Design a training program with assistance from HR
1.2.6 Re-institute the Diversity Committee
1.2.7 Define diversity
1.2.8 Identify problems and solutions
1.2.9 Develop program
1.2.10 Develop policy and procedure
1.2.11 Implement training
1.2.12 Re-evaluate and repeat as needed

1.3 <u>**Major Goal:**</u> Attract the "right" people (Start: 10/02, End: Ongoing)
<u>**Responsible Person(s):**</u>   Admin DC/Admin AC

1.3.1 Define "right" people
1.3.2 Determine where they are
1.3.3 Develop training programs and resources for new hires
1.3.4 Develop recruitment program
1.3.5 Continue and enhance screening process

1.4 <u>**Major Goal:**</u> Infuse an attitude of treating everyone the way you want to be treated (Start: 10/02, End: Ongoing)
<u>**Responsible Person(s):**</u>   U/E-Staff/Union Officials

1.4.1 Seek labor's involvement in surveying staff's concerns relative to this issue
1.4.2 Develop and implement on-going training program for officers to ensure they are addressing
1.4.3 Review all systems and processes to ensure that all staff is treated fairly; i.e., SOPs, testing, etc.

1.5 <u>**Major Goal:**</u> Change the culture and infuse a sense of "ownership" and responsibility (Start: 10/02, End: Ongoing)
<u>**Responsible Person(s):**</u>   U/E-Staff

1.5.1 Conduct a culture audit of the department
1.5.2 From the audit, identify areas of weakness
1.5.3 Work with HR to develop classes to address weaknesses or areas where staff lacks knowledge
1.5.4 Deliver classes to entire staff to include E-Staff
1.5.5 Evaluate to ensure the classes are effective

1.6 <u>**Major Goal:**</u> Improve communications to all members of the Department (Start: 10/02, End: Ongoing)
<u>**Responsible Person(s):**</u>   U/E-Staff

1.6.1 Continue roundtable discussions with appropriate follow up
1.6.2 Continue informational meetings for supervisors, with more advance notice to supervisors
1.6.3 Continue requiring that all E-Staff write articles that inform staff through newsletters
1.6.4 Consider establishing focus groups to gain input from staff

1.7 <u>**Major Goal:**</u> Develop a consistent examination schedule for promotions and new hires (Start: 10/02, End: Ongoing)
<u>**Responsible Person(s):**</u> Admin DC/Admin AC

1.7.1   Obtain participation and support from Human Resources
1.7.2   Identify and list all examinations
1.7.3 Determine appropriate frequency of each examination
1.7.4 Coordinate job postings and position requests
1.7.5 Create and publish promotional and hiring calendar

1.8 **Major Goal:** Develop a Comprehensive Employee Evaluation program (Start: 03/04, End: Ongoing)
Responsible Person(s): Admin DC/Admin AC

1.8.1 Obtain sample programs from other agencies
1.8.2 Decide whether or not to adopt existing programs or develop our own
1.8.3 If we adopt existing program, skip to step (**1.8.7)**
1.8.4 Identify elements of existing programs to use in developing our own program
1.8.5 Develop both general and job-specific evaluation criteria
1.8.6 Create necessary forms and decide on appropriate format
1.8.7 Determine frequency of evaluations
1.8.8 Implement training
1.8.9 Implement program

1.9 **Major Goal:** Develop an appropriate reward and recognition program (Start: 10/02, End: Ongoing)
Responsible Person(s): PIO/Budget Analyst

1.9.1 Review current rewards and recognition activities
1.9.2 Look into the feasibility of starting a ribbons for uniform process
1.9.3 Implement recognition of employees graduating from higher learning programs such as college, university, EDI, EFO, etc.
1.9.4 Consider giving employees an administrative day off for extra special accomplishments, such as designing and implementing additional training programs for our department

1.10 **Major Goal:** Become an accredited fire department (Start: 03/04, End: 07/06)
Responsible Person(s): Admin DC/Admin AC

1.10.1 Identify accrediting bodies and organizations
1.10.2 Select a target goal
1.10.3 Determine project needs and resources
1.10.4 Select team members
1.10.5 Develop the plan of action
1.10.6 Implement, assess and revise as necessary

1.11 **Major Goal:** Do regular assessments of the Fire Safety 2000 initiative (Start: 10/02, End: Ongoing)
Responsible Person(s): Admin DC/Budget Analyst

1.11.1 Identify scope of this assessment and items to assess
1.11.2 Develop and define frame of measurement
1.11.3 Develop reporting process
1.11.4 Identify targets for reports

1.12 **Major Goal:** Do a cost-benefit analysis of consolidating some services with other fire agencies in the Valley (Start: 07/03, End: Ongoing)
Responsible Person(s): U/E-Staff/Budget Analyst

1.12.1 Identify current services and associated costs

1.12.2   Involvement of labor if desired
1.12.3   Determine savings and other benefits
1.12.4   Develop plan to present

1.13   Major Goal: Seek opportunities for revenue recovery (Start: 10/03, End: Ongoing)
Responsible Person(s): U/E-Staff/Admin DC

1.13.1   Define revenue recovery goals
1.13.2   Legal options
1.13.3   Committee
1.13.4   Identify services where a fee can be charged
1.13.5   Develop the plan

1.14   Major Goal: Form a non-profit foundation (Start: 03/03, End: Ongoing)
Responsible Person(s): FC/Budget Analyst

1.14.1   Do an assessment to find the advantages of forming a non-profit foundation
1.14.2   Have city attorneys check the legal aspect of non-profit foundation
1.14.3   Acquire source of funding for non-profit foundation
1.14.4   Establish list of benefactors of the foundation and guidelines

2.   Focus Area: Emergency Operations
This focus area includes fire suppression, EMS. Hazardous Materials, Technical Rescue, Emergency Management, and Training.

2.1   Major Goal: Have an effective communication system in place (Start: 10/02, End: Ongoing)
Responsible Person(s):   E-Staff/Office Supervisor

2.1.1   Review all current systems of communications; i.e., e-mails, newsletters, staff meetings
2.1.2   Revise those systems as needed
2.1.3   Implement an evaluation process for all systems
2.1.4   Establish a timeline in which to accomplish prior items

2.2   Major Goal: Decrease emergency response time (Start: 10/02, End: Ongoing)
Responsible Person(s):   Ops DC

2.2.1   Identify elements and measurement process
2.2.2   Compile report
2.2.3   Determine and set goals for elements
2.2.4   Measure the feedback

2.3   Major Goal: Reduce fire losses (Start: 10/02, End: Ongoing)
Responsible Person(s):   Ops DC/FP DC

2.3.1   Assess fire losses for demographics
2.3.2   Assess fire losses for other commonalities

2.3.3   Target young, elderly and disabled persons for fire and safety education
2.3.4   Monitor results
2.3.5   Consider political efforts to enhance construction/life safety codes
2.3.6   Consider other methods of community education

2.4   Major Goal: Enhance and maintain EMS transports (Start: 10/02, End: Ongoing)
Responsible Person(s):   Ops DC/MS AC

2.4.1   Define what it means to "enhance"
2.4.2   Determine goals
2.4.3   Provide resources
2.4.4   Measure/Evaluation

2.5   Major Goal: Develop a comprehensive Health and Wellness program (Start: 10/02, End: Ongoing)
Responsible Person(s):   MS AC/HW RN/HW MD

2.5.1   Identify components of a comprehensive Health and Wellness program
2.5.2   Establish Labor/Management Health and Wellness committee
2.5.3   Identify program and resources required
2.5.4   Get buy-in from the CMO and obtain the necessary funding (Budget)
2.5.5   Implement incrementally
2.5.6   Expand program to non-suppression personnel, as appropriate

2.6   Major Goal: Adopt and adhere to NFPA standards (Start: 11/02, End: Ongoing)
Responsible Person(s):   U/E-Staff

2.6.1   Identify all appropriate standards
2.6.2   Make standards available to all staff
2.6.3   Ensure training as appropriate for adequate compliance
2.6.4   Implement checklist for compliance
2.6.5   Documentation
2.6.6   Annual review as required

2.7   Major Goal: Develop a comprehensive list of standards for all areas of the Department (Start: 10/02, End: Ongoing)
Responsible Person(s):   U/E-Staff

2.7.1   Identify/review current department standards
2.7.2   Revise those standards as needed; in fact, retool some of them anyway – good and poor ones

2.8   Major Goal: Develop performance standards for all positions (Start: 10/02, End: Ongoing)
Responsible Person(s): U/E-Staff

2.8.1   Analyze measurable tasks for all jobs
2.8.2   Set performance standards for all measurable tasks
2.8.3   Develop performance evaluation system
2.8.4   Schedule recurring evaluations as needed

2.9   **Major Goal:** Develop world-class instructors (Start: 10/02, End: Ongoing)
       Responsible Person(s):   Ops DC/Ops AC/TC BC

2.9.1   Define what a "world-class" instructor is (NFPA Standard 1041)
2.9.2   Set the tone for FTO support and market
2.9.3   Improve current FTO minimum requirements
2.9.4   Improve the probation packet
2.9.5   Develop the training program for the FTOs

2.10   **Major Goal:** Educate, mentor and develop our workforce (Start: 03/03, End: Ongoing)
       Responsible Person(s):   U/E-Staff/TC BC/Drill Master

2.10.1 Assess what our people want
2.10.2 Create a plan to reach objectives
2.10.3 Set a time-line
2.10.4 Establish an effective feedback loop
2.10.5 Do benchmarking
2.10.6 Assess progress

2.11   **Major Goal:** Develop a comprehensive training program for all Department positions (Start: 03/03, End: Ongoing)
       Responsible Person(s):   U/E-Staff/TC BC/Drill Master

2.11.1 Do a needs assessment for training
2.11.2 Review the classification specifications for all positions
2.11.3 Do a needs analysis for annual training
2.11.4 Deliver the training
2.11.5 Assess progress

2.12   **Major Goal:** Develop and implement a comprehensive leadership-training program (Start: 01/03, E nd: Ongoing)
       Responsible Person(s):   U/E-Staff/Admin DC

2.12.1 Do a needs analysis
2.12.2 Write the plan for each level of leadership
2.12.3 Schedule and deliver the training
2.12.4 Identify characteristics

2.13   **Major Goal:** Enhance Fire Channel capabilities (Start: 05/03, End: Ongoing)
       Responsible Person(s):   PIO/TC BC

2.13.1 Acquire funding to enhance production equipment for fire channel (On-going)
2.13.2 Find space to construct a studio for fire channel productions
2.13.3 Make Fire Channel available to subscribers (Spring, 2003)
2.13.4 Find a satellite port facility to participate in conference activities and uplink to other departments (Spring, 2004)
2.13.5 Acquire technical personnel to maintain fire channel equipment and facilities (Fall, 2004)

2.13.6 Integrate with CLV I.T. Dept to include streamlining of video programs over computers in station for on-demand training (Fall, 2004)

2.13.7 Integrate equipment to provide live video transmissions from incident scenes to EOC, Communications Center and over Fire Channel as needed (Fall, 2005)

2.13.8 Make hook-up of Fire Channel with Clark County School District for fire safety education programs (Summer, 2004)

2.13.9 Make hook-up of Fire Channel with CCSN for distant learning programs to personnel in stations (Summer, 2005)

2.14 **Major Goal:** Develop a National Training Academy program in Las Vegas (On Hold)
Responsible Person(s):   Ops DC/Ops AC

2.14.1 Complete a needs assessment
2.14.2 Develop a plan that includes budget and cost recovery
2.14.3 Partner with UNLV, CCSN, etc.
2.14.4 Market the plan
2.14.5 Seek outside funding sources

2.15 **Major Goal:** Develop technical rescue capabilities (Start: 10/02, End: Ongoing)
Responsible Person(s):   Ops DC/SO BC

2.15.1 Define technical rescue
2.15.2 Identify level of service required
2.15.3 Determine needs (staff, equipment, training, etc.)
2.15.4 Develop the team
2.15.5 Develop deployment parameters
2.15.6 Write Dispatch MOP
2.15.7 Write SOP for operations and safety
2.15.8 Maintain skills and certifications through training

3. **Focus Area: Support Services**
This focus area includes fire department facilities, fire alarm office, technology, and department wide systems.

3.1 **Major Goal:** Maintain ISO ratings and other appropriate ratings (Start: 10/02, End: Ongoing)
Responsible Person(s):   U/E-Staff

3.1 Assess current situation and status
3.2 Develop a file of requirements
3.3 Maintain appropriate staffing plans
3.4 Maintain appropriate building plans
3.5 Ensure future funding is available
3.6 Constantly monitor status
3.7 Analyze at 5th and 8th year point

3.2 **Major Goal:** Build ten (10) additional fire stations in the City. (Start: 01/01, End: Ongoing)
Responsible Person(s):   SS DC/Const. Project Admin/Budget Analyst

3.2.1   Re-evaluate the existing building proposal and adjust as needed
3.2.2   Locate suitable building locations
3.2.3   Evaluate the future needs of each station
3.2.4   Budget for construction and equipment

3.3 **Major Goal:** Build a new Fire Communications Center (Start: 11/05, End: Ongoing)
Responsible Person(s):   SS DC/FAO BC/Const. Project Admin/Budget Analyst

3.3.1   Form a joint committee representing all jurisdictions
3.3.2   Plan the future needs of the Communications Center
3.3.3   Find a location for the building
3.3.4   Draft a proposal supporting the need for a new Communications Center
3.3.5   Sell the proposal to all the City and County managers

3.4 **Major Goal:** Address parking issues (Start: 11/04, End: 12/05)
Responsible Person(s):   SS DC/Const. Project Admin/Budget Analyst

3.4.1   Work with Facilities on the design
3.4.2   Address the use of parking meters to help recover cost
3.4.3   Budget for construction
3.4.4   Have building designed
3.4.5   Construct the building
3.4.6   Plan for alternate parking during construction

3.5 **Major Goal:** Build a premier Emergency Operations Center (EOC). (Start: 11/05, End: 06/07)
Responsible Person(s):   SS DC/EMO/Const. Project Admin/Budget Analyst

3.5.1   Form an internal committee
3.5.2   Write a comprehensive plan to build a new EOC and transition
3.5.3   Identify a suitable location
3.5.4   Budget for the EOC

3.6 **Major Goal:** Build a new Administration building (Start: 11/05, End: 06/07)
Responsible Person(s):   SS DC/Const. Project Admin/Budget Analyst

3.6.1   Find a suitable site for the relocation of the Admin building
3.6.2   Budget for the construction
3.6.3   Contract with City architects to design the new building
3.6.4   Construct the building

3.7 **Major Goal:** Build a premier Fire Training Center. (Start: 07/02, End 06/07)
Responsible Person(s):   SS DC/Ops AC/TC BC/Const. Project Admin/ Budget Analyst

3.7.1   Form an internal committee
3.7.2   Write a comprehensive plan
3.7.3   Budget for the Training Center
3.7.4   Work with City to acquire the necessary land

3.8   **Major Goal:** Forecast future needs as accurately as possible (Start: 10/02, End: Ongoing)
Responsible Person(s):   U/E-Staff/Budget Analyst

3.8.1   Identify and list future areas of concern
3.8.2   Identify process (research) for obtaining information
3.8.3   Evaluation process for information

3.9   **Major Goal:** Assess and change our systems, as appropriate (Start: 03/04, End: Ongoing)
Responsible Person(s):   U/E-Staff/Fire IT Manager

3.9.1   Identify and list all systems
3.9.2   Identify deficiencies in systems
3.9.3   Prioritize and develop list for repair
3.9.4   Revise systems in priority order
3.9.5   Documentation and evaluation

3.10   **Major Goal:** Plan for and integrate technology improvements and innovations (Start: 01/03, End: Ongoing)
Responsible Person(s):   SS DC/SS BC/Ops AC/TC BC/Fire IT Manager

3.10.1 Do a needs analysis
3.10.2 Set the plan and do the budget (cost recovery)
3.10.3 Partner with UNLV, CCSN, etc.
3.10.4 Market the improvements
3.10.5 Seek alternative funding sources for improvements
3.10.6 Evaluate the success of the program

3.11   **Major Goal:** Reduce losses from vehicle accidents (Start: 10/02, End: Ongoing)
Responsible Person(s): Ops DC/Ops AC

3.11.1   Track and monitor all vehicle accidents
3.11.2   ID repeat offenders
3.11.3   ID repeat accident causes and characteristics
3.11.4   ID interventions
3.11.5   ID possible vehicle design solutions/adjuncts
3.11.6   Restructuring driver/operator training

3.12 **Major Goal:** Foster community involvement and partnerships (Start: 10/02, End: Ongoing)
Responsible Person(s):   U/E-Staff

3.12.1   Identify community groups and neighborhood organizations
3.12.2   Define community involvement

3.12.3   Involve management and labor committee
3.12.4   Develop pilot program
3.12.5   Evaluate the effectiveness and expand as appropriate
3.12.6   Identify and list potential partners
3.12.7   Involve management and labor committee
3.12.8   Involve stakeholders at meetings
3.12.9   Identify common goals
3.12.10 Form alliances
3.12.11 Implement program list for one year

4.   Focus Area: Fire Prevention
This focus area includes fire engineering, fire inspections, and public education activities.

4.1   Major Goal: Do a comprehensive risk assessment (Start: 10/02, End: Ongoing)
Responsible Person(s):   FP DC/Ops DC

4.1.1   Define risk assessment and available programs
4.1.2   Determine areas of applicability
4.1.3   Determine process needs
4.1.4   Select team members
4.1.5   Develop plan of action with benchmarks
4.1.6   Assess progress and revise the program as needed

4.2   Major Goal: Diversify our services to meet the needs of our community (Start: 10/02, End: Ongoing)
Responsible Person(s):   U/E-Staff

4.2.1   Determine what the community needs are
4.2.2   Identify services
4.2.3   Form a committee with stakeholders
4.2.4   Develop the program
4.2.5   Identify needed funds, staff, equipment, support
4.2.6   Expand our Community Based Fire Protection Program

4.3   Major Goal: Implement a Risk Watch program (Start: 10/02, End: Ongoing)
Responsible Person(s):   FP DC/DFMs

4.3.1   Develop community-based committee of stakeholders
4.3.2   Obtain leadership training in RW
4.3.3   Write the strategic plan
4.3.4   Determine scope (incremental, pilot program)
4.3.5   Enlist sponsors, community partners

4.4   Major Goal: Develop a home safety inspection program (Start: 04/04, End: Ongoing)
Responsible Person(s): FP DC/DFMs

4.4.1   Form a committee
4.4.2   Identify high-risk neighborhoods
4.4.3   Identify program goals
4.4.4   Develop the forms and processes
4.4.5   Evaluate

4.5   **Major Goal:** Enhance video production capabilities (Start: 10/02, End: Ongoing)
        Responsible Person(s):   U/E-Staff/PIO/Budget Analyst/Video Tech

4.5.1   Enhance video production facilities to produce training videos
4.5.2   Establish video technician position within PIO office
4.5.3   Produce training videos for distribution outside the dept.
4.5.4   Produce training videos for use within dept.
4.5.5   Develop fire safety videos & CDs/DVDs for distribution
4.5.6   Submissions to trade magazines and fire training network
4.5.7   Arrange for speakers at conferences

4.6   **Major Goal:** Market the Department to the community and beyond (Start: 10/02,
        End: Ongoing)
        Responsible Person(s):   U/E-Staff/PIO/Budget Analyst

4.6.1   Develop a marketing strategy and plan
4.6.2   Establish clerical position within PIO office
4.6.3   Train personnel to be "certified" assistant PIOs
4.6.4   Train all personnel in dept of market plan and PIO duties
4.6.5   Continue to build a rapport with the media
4.6.6   Enhance the fire awards program for dept & community
4.6.7   Make sure there is an "LVFR Employee of the Month" every month
4.6.8   Make sure there is a nomination in for "City Employee of the Month" every month
4.6.9   Ensure that annual awards program is held every year
4.6.10 Establish an awards committee and awards guidelines
4.6.11 Produce a new brochure used by community every six months
4.6.12 Use apparatus / bldgs to advertise / billboards
4.6.13 Make sure dept is on news everyday
4.6.14 Develop electronic newsletter and send out every two months
4.6.15 Send out an annual report each year by Feb. 15th
4.6.16 Establish a "weekend breakfast program" for city leaders to show off current dept

4.7   **Major Goal:** Host conferences (Start: 01/03, End: Ongoing)
        Responsible Person(s):   U/E-Staff/PIO/Budget Analyst

4.7.1   Establish list of what conferences could be held
4.7.2   Assign personnel to coordinate and set up the conference
4.7.3   Acquire necessary funding and sponsors for conference

4.8   **Major Goal:** Enhance public outreach (Start: 10/02, End: Ongoing)
        Responsible Person(s):   U/E-Staff/PIO/PEO

4.8.1   CD-Roms/DVD/Interactive programs (Spring, 2003)
4.8.2   Cable TV programming

4.8.3   Enhance website
4.8.4   Citizens Fire Academy
4.8.5   Fire Explorer Program
4.8.6   Community Emergency Response Training
4.8.7   Produce safety videos for public
4.8.8   Produce fire safety videos for schools & businesses
4.8.9   Open Houses
4.8.10 Mobile Exhibit Unit
4.8.11 Work with local burn unit
4.8.12 Youth Fire Setter Program
4.8.13 Neighborhood safety campaigns
4.8.14 Safe Haven
4.8.15 Safe Place
4.8.16 Blood Pressure Checks
4.8.17 Assemblies in schools during FPW & EMS weeks
4.8.18 Scout Government Day
4.8.19 Establish a "Safety Day" program on a weekend at park